



Main Gate Square, a shopping and dining destination with outdoor plazas in the University of Arizona area, near downtown and historic neighborhoods.





# THE BUILT ENVIRONMENT



- **Historic Preservation**
- **Public Infrastructure & Facilities**
- **Redevelopment & Revitalization**
- **Land Use, Transportation & Urban Design**

## Introduction

The City of Tucson is not a blank canvas; it is a busy metropolitan area that is built up over many years. The community's built form is characterized by an older core of housing, businesses, institutions, and infrastructure from which newer, largely single family lots spread out to the edges. The shape of the city and how it functions in the future will be dependent on where and how additional development—houses, offices, industrial plants, schools, parks, roadways, water and sewer systems—is accommodated.

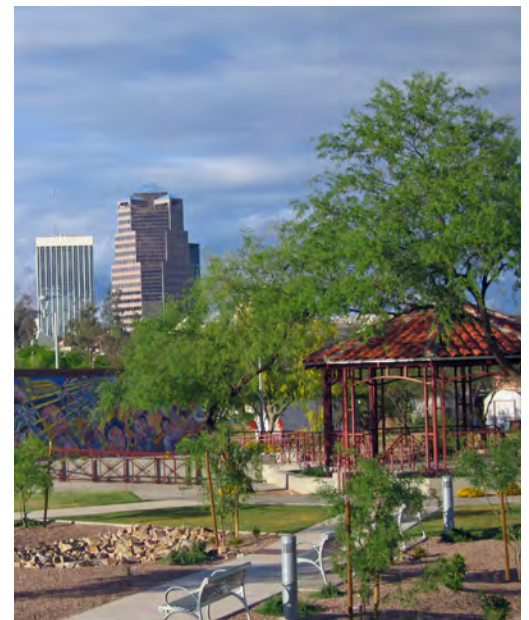
Development decisions are increasingly influenced by a desire to take a more sustainable approach to our human-made environment. Such an approach includes more efficient and effective use of existing infrastructure and facilities; preservation of older buildings and landscapes that can be rehabilitated; redevelopment and revitalization of underutilized areas to strengthen struggling neighborhoods and boost economic vitality; and more integrative planning for the use, connection, and design of properties to provide distinctive neighborhoods and centers that meet a variety of needs.

A sustainable approach to the built environment should result in the realization of goals and the fulfillment of policies introduced in the previous chapters of this Plan. With care and deliberation, the City need not sacrifice form for function when continuing the development of the built environment; both are important to achieving a place that will appeal to multiple generations.

This section presents goals and policies that address the four topics shown above, which are important to the future of Tucson's built environment and the smart growth of the community as a whole. The goals for the Built Environment are presented together on the next page, followed by policies for each of the referenced topics.

The Arizona Revised Statute requirements for general plans addressed in this section include cost of development; public services and facilities; water resources; public buildings; conservation, rehabilitation, and redevelopment; land use; neighborhood preservation and revitalization; circulation; bicycling; and growth areas.

Parque de San Cosme near downtown.





# GOALS

## The City strives for:

- 17** Well-maintained public facilities and infrastructure that support coordinated cost-effective service delivery for current and future residents.
- 18** A community that respects and integrates historic resources into the built environment and uses them for the advancement of multiple community goals.
- 19** Strategic public and private investments for long-term economic, social, and environmental sustainability.
- 20** An urban form that conserves natural resources, improves and builds on existing public infrastructure and facilities, and provides an interconnected multi-modal transportation system to enhance the mobility of people and goods.

Bus stop near the Tucson House, a public housing development. Stop was upgraded to better accommodate the high number of transit users in the area, including those with physical challenges.





# Historic Preservation

While the act of formally conserving historic places in the United States dates back to the late nineteenth century, historic preservation became a popular component of planning in the 1960s when urban renewal threatened to destroy historic places in major cities across the United States.

Since then the multiple benefits of historic preservation have become better understood, including its positive effect on property values and its contribution to economic development, to sustainability through resource conservation, and to a diverse rather than homogenized built environment.

Historic preservation as practiced by federal, state, and local governmental agencies focuses on retaining buildings, districts, landscapes, objects, archaeological sites, and other resources that have been determined eligible for formal designation as historic resources. The designation of historic resources dates back to 1949 when the National Trust for Historic Preservation developed a specific set of goals for preservation.

The City of Tucson's role in historic preservation, which is overseen by its Historic Preservation Office, includes the assessment, documentation, and treatment of archaeological sites and historic buildings. The Office provides information and training on historic preservation laws and tools and conducts educational outreach to strengthen community appreciation of Tucson's historic legacy. This legacy extends from archaic Indian sites to pre-Columbian Hohokam Indian villages to more recent

Native American communities, and has been vastly influenced by the Spanish, Mexican, and Territorial periods.

The Historic Preservation Office regularly coordinates on matters of historic preservation with City departments that are involved in permitting, property acquisition, and construction for projects that could impact historical or archaeological resources. Departments and their roles related to preservation include:

**Sonoran style residences characterized by adobe block one-story row houses are found in Barrio Viejo. Tucson's oldest surviving homes date from the 1840s, when southern Arizona was still part of Mexico.**



*“More than 65 percent of cultural heritage travelers seek experiences where the destination, its buildings, and natural surroundings have retained their historical character.”*

—Metropolitan Tucson Convention and Visitors Bureau. Report to City Council, 2011.





**The B. Heidel Hotel/ MacArthur Building, built in 1907 in downtown, served passengers of the Southern Arizona Pacific Railroad. Now offices occupy the building, following extensive reconstruction and restoration in 2010.**



- Department of Transportation—manages roadway projects and permits excavations in public rights-of-way both of which require cultural resource clearances. Transportation also purchases and sells real estate properties, including historic properties, through its Real Estate Division
- Housing and Community Development Department—oversees housing projects and code enforcement, both of which may involve historic structures
- Planning and Development Services Department—oversees construction and demolition permitting processes, as well as providing support to the Tucson-Pima County Historical Commission, Historic Zone Advisory Boards, and the Planning Commission, all of which participate in reviewing projects with components related to historic preservation
- Parks and Recreation Department—manages historic and archaeological resources in parks and trails
- Water and Environmental Services departments—manage public projects for which they must obtain cultural resource clearances for public infrastructure projects
- General Services Department—manages and maintains City-owned buildings, including those with historic designations

In Tucson, the economic contribution of historic preservation was shown through an analysis conducted in 2004.<sup>1</sup> The analysis found that the assessed value of properties within such a district increased an average of 5.9%. Additionally the values of properties within a City Historic Preservation Zone increased an additional 6.9% in comparison to properties in similar neighborhoods without historic designations. A 2007 paper that presented the results of 15 studies done in cities throughout the United State, including Tucson, showed a clear correlation between historic designation of neighborhoods and increased property values over time (*Exhibit HP-1*).

*“Throughout the U.S., historic district designation typically increases residential property values by 5-35% per decade over the values in similar, undesignated neighborhoods.”*

—City of Tucson Historic Preservation Office, 2011.

<sup>1</sup> “A Cost/Benefit Analysis of Historic Districting in Tucson, Arizona, Andy Krause; Master of Science in Planning Report, 2004, unpublished.



In addition to a contributing to increased property values, historic preservation has been found to have other positive effects on properties and activities beyond a specific preservation site. As identified by the federal Advisory Council on Historic Preservation, these include new businesses formed, private investment stimulated, tourism stimulated, quality of life enhanced,

new jobs created, and pockets of deterioration diluted. The stimulation of tourism in the Tucson area has been documented through research undertaken by the Metropolitan Tucson Convention & Visitors Bureau, which identifies “Heritage and Culture” as one of seven key factors that influence travelers to choose Southern Arizona as a destination.

#### EXHIBIT HP-1 Comparison of Property Values in Historic Districts

Study Area	Data Interval	Average Value Difference (%)	Annual Rate (%)	Reference
Athens, GA	1976-1996	+ 14	+ 0.7	Laithe and Tighe 1999
Denver, CO	1993-2000	+ 3-6	+ 0.4-1.2	Clarion Assoc. of CO 2002
Durango, CO	1993-2000	+ 0.7	+ 0.1	Clarion Assoc. of CO 2002
Galveston, TX	1975-1991	+ 85-360	+ 5.3-22.5	Govt. Fin. Res. Center 1991
Memphis, TN	1998-2002	+ 14-23	+ 3.5-5.7	Coulson and Lahr 2005
Mesa, AZ*	1997-2004	+ 26	+ 3.7	Bellavia 2007
New Jersey	?	+ 5	—	New Jersey Hist. Trust 1997
New York, NY	1975-2002	+ 13	+ 0.5	NYC Ind. Budget Office 2003
Phoenix, AZ*	2005	+ 31	—	Poppen 2007
Rome, GA	1980-1996	+ 10	+ 0.6	Laithe and Tighe 1999
San Diego, CA	2000-2005	+ 16	+ 3.2	Narworld 2006
Savannah, GA	1974-1997	+ 264-588	+ 11.5-25.6	Laithe and Tighe 1999
Texas (9 cities)	(variable)	+ 5-20	—	Leichenko et al. 2001
Tifton, GA	1983-1996	+ 2	+ 0.2	Laithe and Tighe 1999
<b>Tucson, AZ</b>	1987-2007	+ 15	+ 0.7	L'Orange 2007

\*Mesa and Phoenix studies used sales values; all other studies used assessed values.

Source: *Benefits of Residential Historic District Designation for Property Owners*, Jonathan Mabry, Ph.D., Historic Preservation Office, City of Tucson, June 7, 2007, unpublished.



As concerns about finite resources and degradation to the natural environment have grown, the value of historic preservation to conservation has increased. Compared to new development, conservation of existing buildings, including historic buildings, reduces energy use, construction materials needed, landfill waste generated, new infrastructure costs, and sprawl.

In Tucson, there is a strong and well-rooted commitment to preserving archaeological and historic assets. Some examples of key initiatives over the years include:

- Designation of thirty one National Register Historic Districts, six locally-designated Historic District Zones, and two Neighborhood Preservation Zones between 1976 and August 2012 (*Exhibit HP-2*)
- Adoption of the Historic Landmark Signs Ordinance by Mayor and Council on June 28, 2011, which amended the City Sign Code to encourage the maintenance, restoration, and reuse of historic signs.
- Establishment of the Façade Improvement Program, which is a

matching grant funded by private and public sources and administered by the Downtown Tucson Partnership. The Program provides financial assistance to private, non-profit, and/or City or County groups for Downtown properties that are on, or eligible for, the National Register of Historic Places. As of 2012, seven properties had been awarded the grant.

- Rehabilitation and adaptive reuse of a variety of historic properties.

Along with the successes in securing Tucson's legacy and experiencing the multiple benefits of preservation, there are ongoing challenges several of which have become increasingly prominent in recent years. One particular challenge is how to develop infill compatibly with nearby historic resources to create a districtive sense of place that weaves together the past and the present while allowing room for the future.

A second challenge is how to address the deterioration of historic structures that may add social and economic value to Tucson's future built environment. Tucson has an increasing number of structures that are turning fifty years of age and, therefore, could potentially

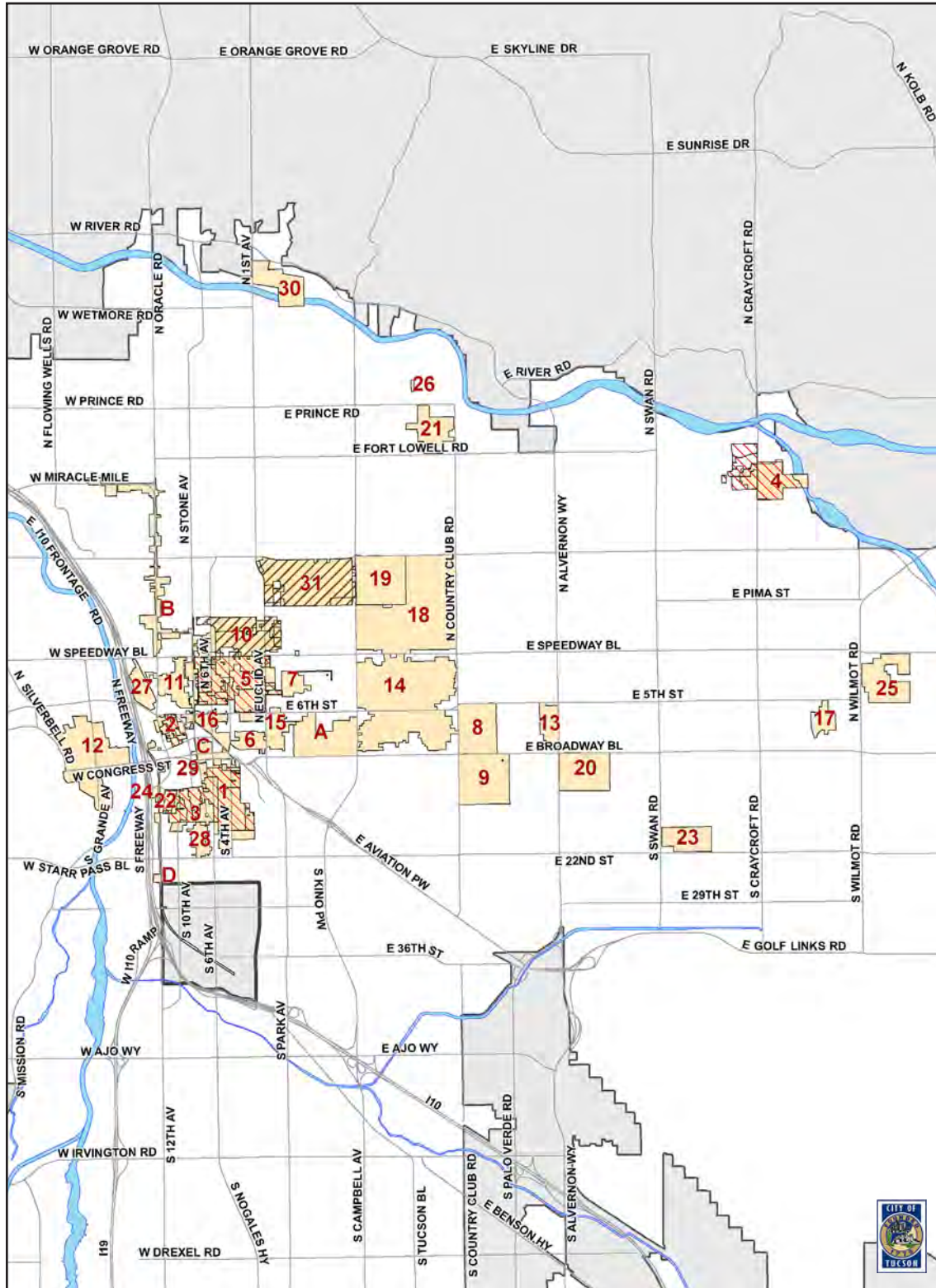
Improvements to three blocks of Scott Avenue in 2009 achieved more pedestrian-friendly access to nearby historic landmarks, including the Temple of Music and Art, Scottish Rite Mason's Cathedral, and the Children's Museum.



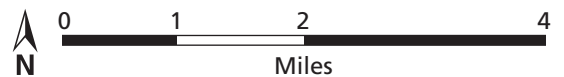
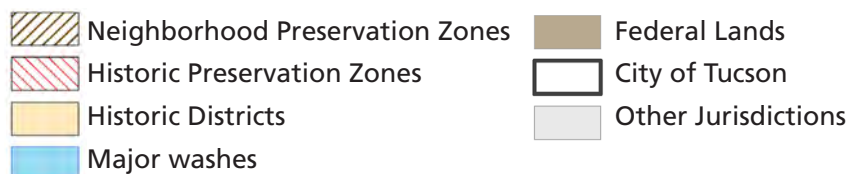




## EXHIBIT HP-2 Historic Districts &amp; Preservation Zones



- 1 Armory Park
  - 2 El Presidio
  - 3 Barrio Libre
  - 4 Fort Lowell Multiple Resource Area
  - 5 West University
  - 6 Iron Horse Expansion
  - 7 University of Arizona
  - 8 El Encanto Estates
  - 9 Colonia Solana
  - 10 Feldmans
  - 11 John Spring Neighborhood
  - 12 Menlo Park
  - 13 El Montevideo
  - 14 Sam Hughes
  - 15 Pie Allen
  - 16 Warehouse
  - 17 Indian House
  - 18 Blenman-Elm
  - 19 Catalina-Vista
  - 20 San Clemente
  - 21 Winterhaven
  - 22 Barrio el Hoyo
  - 23 Aldea Linda
  - 24 Barrio el Membrillo
  - 25 Harold Bell Wright Estates
  - 26 Valley of the Moon
  - 27 Barrio Anita
  - 28 Barrio Santa Rosa
  - 29 Marist College
  - 30 Rillito Racetrack
  - 31 Jefferson Park
  - 32 Tucson Veterans Administration Hospital
- A Rincon Heights (Pending)
- B Miracle Mile (Pending)
- C Downtown Tucson (Pending)
- D EP & SW (Pending)
- E 4th Avenue







Since 2008, the annual *Historic Miracle Mile* Open House and Tour shares with the larger community the area's rich history and special resources.



qualify for historic designation (*Exhibit HP-3* and *Exhibit H-2*, pg. 3.6). Some of these buildings are being taken care of, while others are worthy of receiving basic maintenance while appropriate uses and funding are sought for their rehabilitation. Not only would the reuse of these buildings contribute to Tucson's distinctiveness and property values, but it would conserve energy and resources.

An effective way to make sure that historic buildings are maintained is to provide incentives that will encourage owners to invest in the buildings' upkeep. Some incentives are available through historic designation; however, the historic designation process itself requires technical assistance, which is often beyond moderate-and-low income

neighborhoods to obtain. Another challenge, therefore, is how to provide the technical assistance necessary to make the case for these neighborhoods to receive historic designation and the associated tax break incentives.

Ultimately central to successfully balancing the old and the new in Tucson's built environment is a proactive planning process that acknowledges and responds to historic resources with an understanding that they can contribute to a project's overall value and to the project's place in the future.

The following policies are intended to provide guidance as actions are identified and decisions are made about the future disposition and treatment of Tucson's historic resources.

#### EXHIBIT HP-3 Building Stock Age in Tucson

Stock Type	Total Properties	# Built Prior to 1961	% of Total Properties
Residential (as of 2006)	233,561	83,805	36% of residential stock
Commercial (as of 2010)	25,471	6,342	25% of commercial stock
<b>Subtotal</b>	<b>259,032</b>	<b>90,147</b>	<b>35%</b>

Source: City of Tucson Historic Preservation Office



# POLICIES

## Historic Preservation

- HP1** Implement incentives for private property owners to maintain, retrofit, rehabilitate, and adaptively reuse historic buildings.
- HP2** Provide technical assistance to commercial districts and low- to moderate-income neighborhoods to obtain historic designation.
- HP3** Maintain, retrofit, rehabilitate, and adaptively reuse City-owned historic buildings.
- HP4** Identify historic streetscapes and preserve their most significant character-defining features.
- HP5** Follow national and local historic preservation standards when rehabilitating or adding facilities and landscaping in historic urban parks.
- HP6** Mitigate impacts on historic, cultural, and archaeological resources caused by construction or excavation in City rights-of-way.
- HP7** Evaluate the benefits of new development relative to historic preservation in land use decisions.
- HP8** Integrate historic, archaeological, and cultural resources in project planning, and design when development occurs in historic districts.

## Other Related Policies

ELEMENT	Policy #	PAGE #
Housing	H1, H3, H4	3.9
Economic Development	ED2, ED6, ED10	3.15
Public Safety	PS4, PS6	3.19
Parks and Recreation	PR8	3.24
Arts and Culture	AC1, AC2, AC3, AC4, AC5	3.30
Public Health	PH1, PH2	3.33
Urban Agriculture	AG1, AG2	3.37
Education	E1, E2, E6, E7	3.42
Governance and Participation	GP1, GP2, GP9	3.48
Energy and Climate Change	EC2, EC7	3.57
Water Resources	—	3.62
Green Infrastructure	—	3.68
Environmental Quality	EQ4	3.73
Historic Preservation		3.83
Public Infrastructure and Facilities	PIF2, PIF3, PIF5	3.89
Redevelopment and Revitalization	RR1, RR2, RR4, RR6	3.96
Land Use, Transportation & Urban Design	LT1, LT3, LT4, LT5, LT6, LT7, LT8, LT18	3.109





# Public Infrastructure & Facilities

Construction, management, and maintenance of public infrastructure and facilities are primary responsibilities of government, contributing not only to basic public health and safety, but also to economic and social development. The City of Tucson plays an active role in the provision of many infrastructure systems and facilities, including water, sewer, roadways, lighting, parks, telecommunications, police, and fire.

Additionally, the City's infrastructure and facilities are often interconnected with infrastructure and facilities provided by other governmental agencies. For example, the State oversees the provision of school facilities, but the roadways, sidewalks, and bike paths that connect the schools to students' residences are provided by the City. Likewise, the Tucson International Airport, owned and operated by the Tucson Airport Authority, is served by Tucson water, roads, and buses.

Since 1996, the United States has had a wide-reaching Critical Infrastructure Protection Program in place that

addresses preparedness and response to serious incidents that involve critical infrastructure. The Patriot Act of 2001 defined critical infrastructure as those "systems and assets, whether physical or virtual, so vital to the United States that the incapacity or destruction of such systems and assets would have a debilitating impact on security, national economic security, national public health or safety, or any combination of those matters."

Nationwide, infrastructure is in need of significant capital—extending from rail, air, and seaways to water supply, sewage, and irrigation systems, to energy pipelines and the electric grid. In 2009, the American Society of Civil Engineers determined it would take an investment of \$2.2 trillion just to bring the nation's infrastructure to acceptable levels, excluding innovative projects such as high-speed railways and broadband expansion.<sup>1</sup>

Public infrastructure and facilities represent a significant investment for national, state, and local governments, not just to build them, but also to operate and maintain them. The City of Tucson has the responsibility to fund the provision and maintenance of public infrastructure and facilities taking into account tight budgets, changes in

City Hall, built in 1967.



<sup>1</sup>2009 Report Card, American Society of Civil Engineers, <http://www.infrastructurereportcard.org/>



federal and state policies toward local government funding, and changes in economic conditions. The primary vehicle for the City's fiscal planning is the preparation and monitoring of the City's annual budget, which is prepared by the Budget and Internal Audit Office in consultation with the City Manager and City departments. City departments and offices most actively involved with public infrastructure and facilities include City Court, Emergency Management, Environmental Services, Fire, General Services, Information Technology, Parks and Recreation, Police, Real Estate, Reid Park Zoo, Transportation, Tucson Convention Center, and Water.

The City has been involved in a variety of initiatives to address public infrastructure and facility needs since adoption of the existing General Plan in 2001. Following is a sampling of these initiatives:

- **Regional Transportation Authority (RTA) Plan, approved in May 2006 by Pima County voters:** A \$2.1 billion plan funded by a one-half cent excise tax along with other regional and local dollars, such as developer impact fees. The multi-modal RTA Plan includes roadway, transit, safety, environmental, and economic vitality improvements. RTA projects are managed by Pima Association of Governments member jurisdictions, including the City of Tucson.
- **Tucson Parks and Recreation Ten-Year Strategic Service Plan, adopted in 2006 by Tucson Mayor and Council:** A strategic plan developed to identify Parks and Recreation service and facility needs for the twenty-first century, with implementation components within a ten-year period to build strong neighborhoods and improve the quality of life in Tucson.

- **Downtown Infrastructure Study, prepared in 2007 through a public-private collaboration coordinated by the Downtown Partnership.** A study providing infrastructure improvement recommendations developed by representatives of the City of Tucson, Pima County, utility agencies, and the private sector.
- **Water and Wastewater Infrastructure, Supply and Planning Study, approved in 2008 by Tucson Mayor and Council and Pima County Board of Supervisors:** A multi-year study of water and wastewater infrastructure, supply, and planning issues "to assure a sustainable community water source given continuing pressure on water supplies caused by population growth and the environment." In 2010, the Action Plan for 2010-2015 was approved.
- **2040 Regional Transportation Plan (RTP), originally adopted in July 2010 and updated in 2012**

Tucson Water working on transmission mains.







The 320-foot long Luis G. Gutierrez Bridge, completed in 2012 as part of the 3.9-mile Modern Streetcar project, provides a shaded east-west connection for pedestrians, bicyclists, and future streetcar passengers.



The 62,377-square foot Tucson Police Crime Laboratory, built in 2011, holds lab and office space for forensic analysts. Energy conservation and water harvesting were key elements of its design.

**by PAG Regional Council:** A long-range transportation plan for the Tucson metropolitan area and eastern Pima County. The RTP provides a framework for transportation investments in the region by identifying projects that potentially could be developed with federal, state and local funding over the next thirty years.

- **Comprehensive Financial Policies, adopted in 2011 by Tucson Mayor and Council:** Policies that establish guidelines for the City's overall fiscal planning and management, to sustain municipal services, including public infrastructure and facilities.

*Exhibit PI-1* highlights quantities of City infrastructure and facilities. *Exhibit PI-2* shows the location of City-owned and managed facilities, as well as the location of the public schools and libraries located within City limits. The public schools are under the auspices of the State of Arizona and the libraries under Pima County.

In recent years, important public infrastructure and facility goals have been achieved, such as the refinement of the obligated Water Service Area in 2010, the construction of the Westside Police Service Center in 2008 and the new Crime Laboratory in 2011, improvements to the Tucson Convention Center's main entrance in 2011, establishment of bike boulevards, and electrical upgrades at athletic facilities. At the same time, the City has identified unmet capital projects with no currently identified funding source. As of August 2012, the City's unmet capital projects totaled approximately \$1.3 billion.

The policies that conclude this section focus on existing public infrastructure and facilities maintenance and improvement, cost effectiveness, and technological innovations.



## EXHIBIT PI-1 City of Tucson Infrastructure & Facility Quantities

### Parks and Recreation/Golf Resources

Parks (District, Neighborhood, School, Regional, and Open Space): 177

Recreation Centers: 16

Senior Centers: 3

Out of School Program Sites: 27

Senior Citizen Program Sites: 13

Municipal Swimming Pools: 26

Municipal Golf Courses: 5

Tennis Court Sites: 17

Ballfields/Multipurpose Fields: 202

### Public Safety

Number of Police Stations: 5

Number of Fire Stations: 21

### Transportation

Number of Street Miles Maintained: 2,100

Miles of Bikeways: 575

Miles of Drainageway: 1,449

Number of Street Lights: 19,664

Annual Miles of Fixed-Route Bus Service: 9,685,000

Annual Miles of Paratransit Service: 3,581,100

Number of Traffic Signals: 579

### Tucson Water

Miles of Water Lines: 4,507

Miles of Reclaimed Water Lines: 193

Number of Active Water Connections: 225,250

Millions of Gallons of Potable Water Storage Capacity: 307

Billions of Gallons of Potable Water Delivered Annually: 36

### Environmental Services

Annual tons of Waste Received at Los Reales Landfill: 524,899

Annual tons of Waste Collected by City of Tucson Refuse Services: 241,974

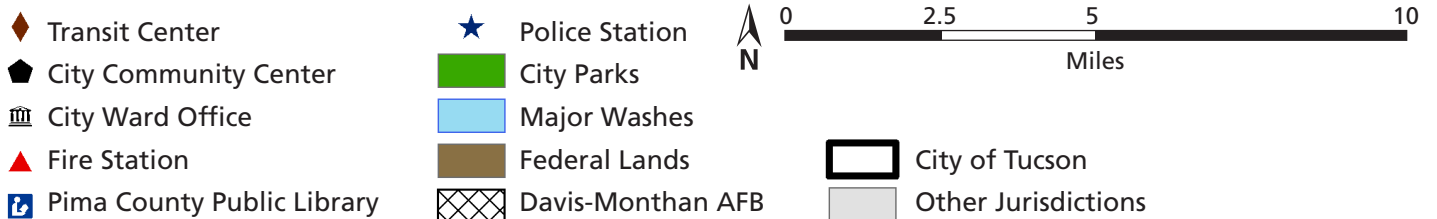
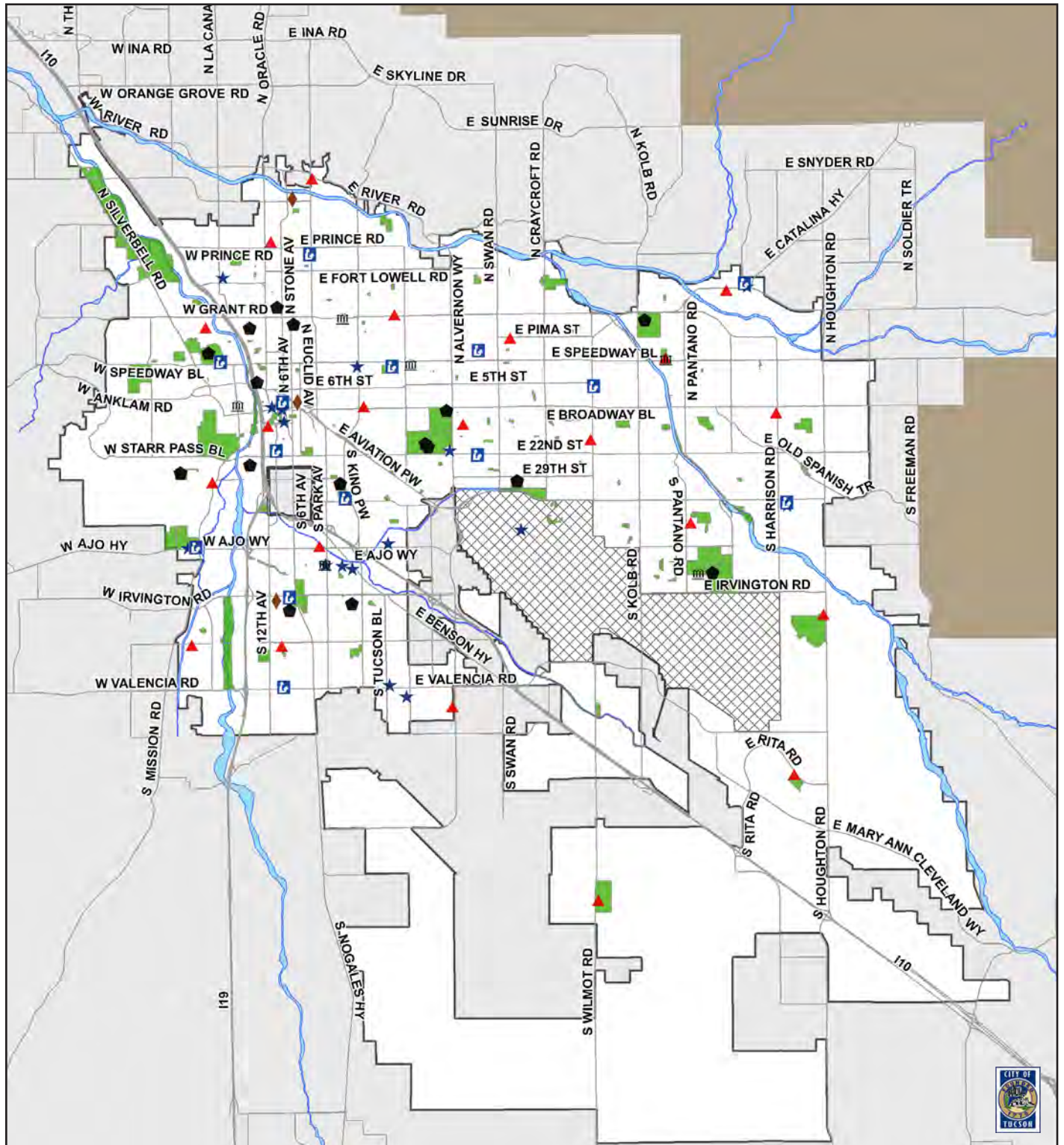
Annual tons of Material Recycled: 39,000

Source: City of Tucson Adopted Budget, Fiscal Year 2013





EXHIBIT PI-2 Public Facilities in Tucson





# POLICIES

## Public Infrastructure & Facilities

- PI1** Identify highest priority needs to manage and maintain public infrastructure and facilities that are fundamental to economic development and to sustaining and enhancing living conditions in the community.
- PI2** Prioritize major public infrastructure investments in developed areas and for improvements of the existing infrastructure.
- PI3** Expand the use of state-of-the-art, cost-effective technologies and services for public infrastructure and facilities.
- PI1** Identify reclaimed water users, such as schools, golf courses, and sports facilities, that will support the expansion of the reclaimed water system.
- PI5** Use a variety of financing mechanisms for the repair, upgrade, maintenance, and service expansion of public infrastructure and facilities.

### Other Related Policies

ELEMENT	Policy #	PAGE #
Housing	H1	3.9
Economic Development	ED1	3.15
Public Safety	PS1, PS2, PS4, PS9	3.19
Parks and Recreation	PR1, PR2, PR3, PR4, PR5, PR6, PR8, PR9, PR10	3.24
Arts and Culture	AC4, AC5	3.30
Public Health	PH4, PH6	3.33
Urban Agriculture	—	3.37
Education	E3, E6	3.42
Governance and Participation	—	3.48
Energy and Climate Change	EC1, EC6, EC8	3.57
Water Resources	WR3, WR8	3.62
Green Infrastructure	GI1	3.68
Environmental Quality	—	3.73
Historic Preservation	HP3, HP5, HP6	3.83
<b>Public Infrastructure and Facilities</b>		<b>3.89</b>
Redevelopment and Revitalization	RR5	3.96
Land Use, Transportation & Urban Design	LT1, LT3, LT4, LT5, LT6, LT7, LT8, LT9, LT10, LT13, LT14, LT18	3.109





# Redevelopment & Revitalization

Redeveloping and revitalizing underused and blighted areas, which was a focus of many cities in the 1970s and 1980s as part of urban renewal, is once again getting attention, but this time with the emphasis on sustaining a community over the long term. As used in the Arizona Revised Statutes, the term “redevelopment” refers to a project undertaken to acquire land and/or

demolish existing structures to alleviate or prevent the spread of slum conditions or conditions of blight in the area. Such public action may be necessary when the private market is not providing sufficient capital and economic activity to achieve the desired level of improvement.

“Revitalization” is often paired with “redevelopment” to suggest the desire to bring new life and activity into an area.

In Tucson redevelopment generally goes beyond addressing blighted lands or properties, to involve the improvement of developed areas that presently suffer from physical deficiencies or include

uses that have become obsolete or inappropriate as a result of changing social or market conditions. The use of revitalization in Tucson has been associated with efforts to enhance community life and economic activities in an existing neighborhood, area, or business district with sensitivity to its existing residents, businesses and its historic and cultural resources.

Redevelopment and revitalization efforts are initiated at all levels of government, with many being community driven. In the City of Tucson, departments beyond the

**Built in 2006, the Sunquest Information Systems at Williams Centre is part of the 160-acre mixed-use planned area development in central Tucson.**





The Community Resources Campus is part of the Rio Nuevo North Redevelopment Project. This former landfill site is now occupied by a mix of commercial uses and a river park.

Planning and Development Services Department may be involved in redevelopment and revitalization efforts depending on the activities associated with a particular project. Some examples include the Environmental Services Department, which may play a role through its Brownfields Program, or the Housing and Community Development Department, which may become involved through the construction of public housing as part of a redevelopment or revitalization project.

There are a variety of measures used to stimulate redevelopment and revitalization. Some common measures include direct public investment, capital improvements, enhanced public services, improved housing opportunities, technical assistance, promotion, and tax benefits. The City of Tucson has used many of these measures to stimulate redevelopment and revitalization. The City of Tucson Brownfields Program, funded by the U.S. Environmental Protection Agency, provides assistance to get redevelopment underway on lands

that have been impacted by previous uses involving hazardous materials. The City of Tucson HOPE VI Program, funded by the U.S. Housing and Urban Development Department, successfully dates revitalized the South Park Neighborhood and Barrio Santa Rosa and constructed the Martin Luther King public housing downtown.

Investment in public infrastructure is one important measure the City can take to spur redevelopment and revitalization of older areas. Some of the major transportation projects approved by voters in May 2006 as part of the Regional Transportation Authority Plan were intended not only to enhance mobility, but also to create more options for redevelopment in the vicinity of the projects. As of 2012, the planning phases of two of these projects were well underway and the third project was under construction. Downtown Links, which will connect Barraza-Aviation Parkway to 22nd Street and I-10, is being planned to provide alternate access to the downtown along with new and





safer underpasses, railroad crossings, and sidewalks. The Grant Road Improvement Project, which will widen a five-mile section of Grant Road between Oracle Road and Swan Road, has integrated land use planning with the more traditional transportation planning. Tucson's Modern Streetcar, scheduled to open in the fall of 2013, was a key impetus for already constructed redevelopment projects along the transit route.

In addition to the measures referenced above, the City has used a variety of planning tools as a catalyst for redevelopment. Between 1971 and 1984, the City adopted six Redevelopment Plans, five in the downtown area and one near the University of Arizona (*Exhibit RR-1*). These plans, which are required by State law in the designation of a redevelopment area, were adopted by Mayor and Council for the acquisition, clearance, reconstruction, rehabilitation, or future use of specific redevelopment project sites, such as the the Tucson Convention Center. All six of these plans are outdated. As of 2012 efforts were underway to create a new Redevelopment

Plan in the downtown area.

In more recent years, the City has developed and implemented other planning tools intended to assist in redeveloping and revitalizing areas. Some of these tools are the:

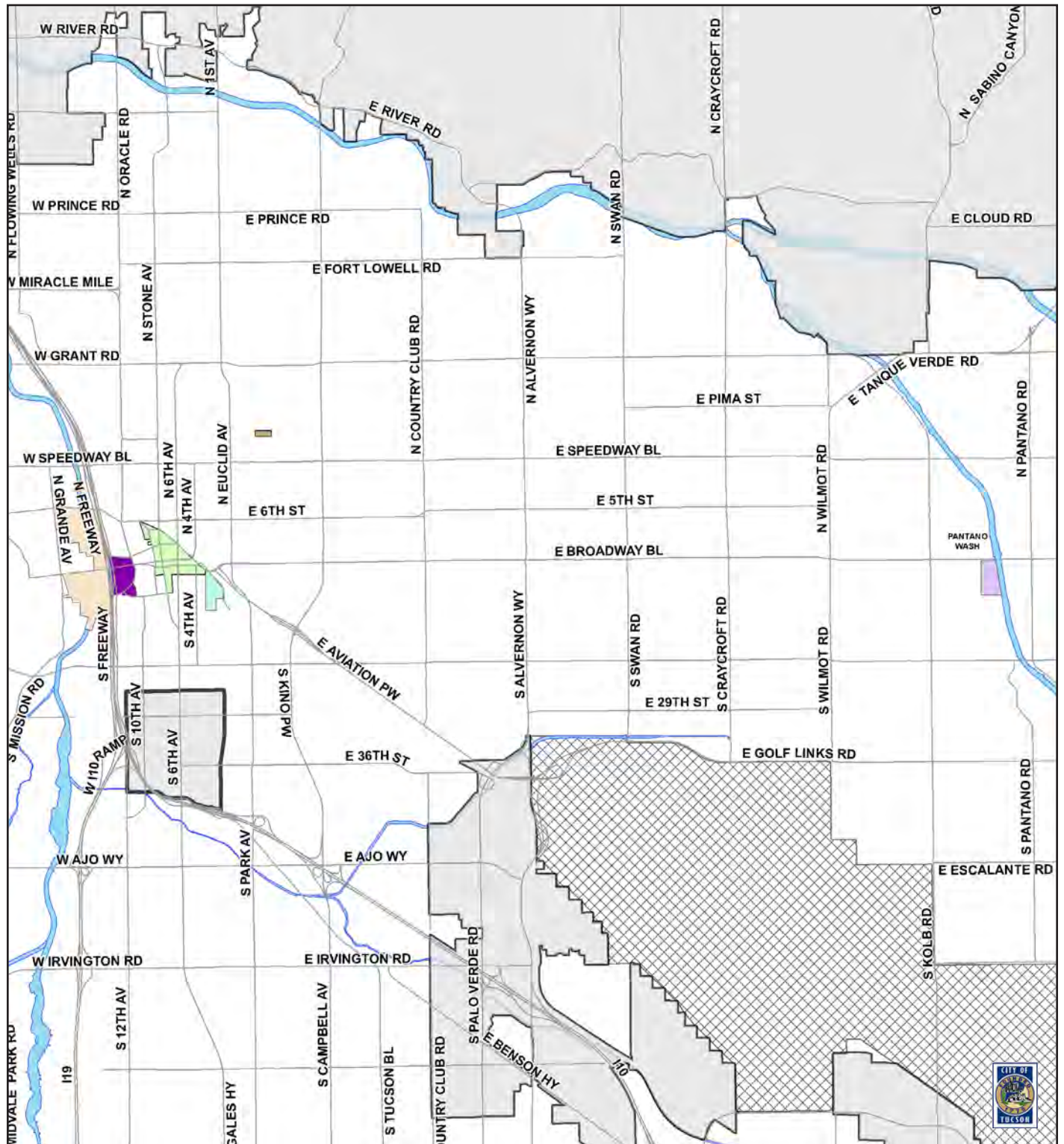
- **Unified Development Code Planned Area Development (PAD):** Between 1981 and 2011, the City of Tucson has approved 19 PADs throughout Tucson (*Exhibit RR-2*). PADs are approved through a rezoning process to enable the creation of zoning standards that allow more flexibility for redevelopment projects.
- **Unified Development Urban Overlay District and the Downtown Area Infill Incentive District:** Mayor and Council adopted these two overlay districts on August 4, 2010, and September 9, 2009, respectively, to provide landowners with flexible development options rather than mandatory requirements. This focus on options rather than requirements came about as a result of Arizona Revised Statute 12-1134 (approved

The 14-acre Mercado District of Menlo Park began construction in September 2006. The master plan accommodates 106 single family residential lots and the potential for up to 120 multi-family residential with approximately 80,000 square feet of commercial.





EXHIBIT RR-1 **Redevelopment Plans in Tucson**

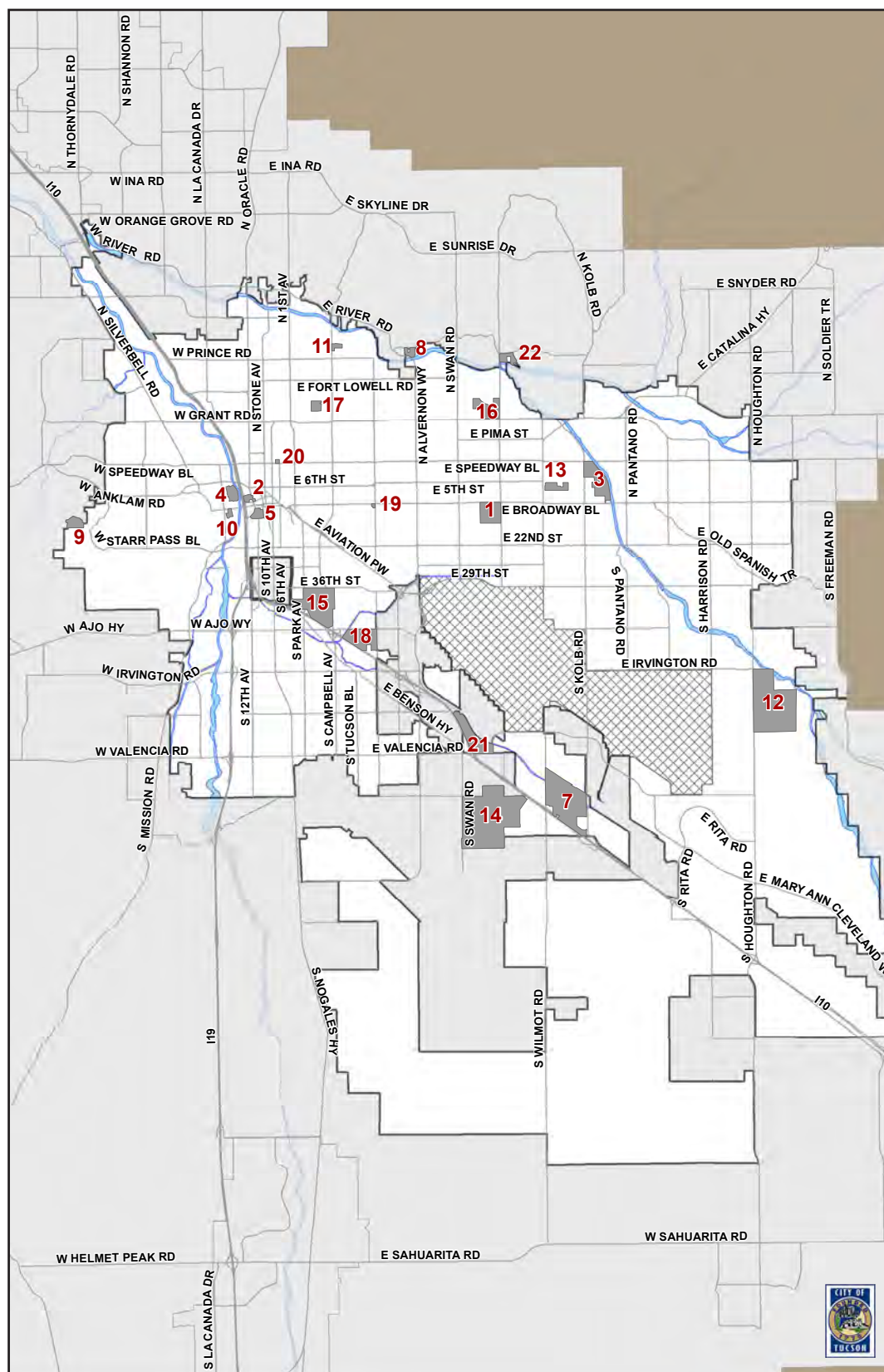




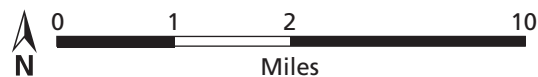


## EXHIBIT RR-2 Planned Area Developments in Tucson

PAD	Name
1	Williams Addition
2	La Entrada
3	Gateway Centre
4	Rio Nuevo
5	Tucson Community Center
7	La Estancia
8	Jewish Community Campus
9	Starr Pass Resort Hotel
10	Menlo Park Mercado District
11	UMC North
12	Civano
13	St. Joseph's Hospital
14	Los Reales Landfill
15	The Bridges
16	Tucson Medical Center
17	Salpointe
18	Kino Health Campus
19	Broadway Village
20	Casa de los Ninos
21	Valencia Crossing
22	Rio Verde Village



City of Tucson





in 2006 as Proposition 207, “Private Property Rights Protection Act”). This statute requires the government to reimburse landowners when regulations result in a decrease in property values.

- **Unified Development Code Parking Requirements:** Mayor and Council adopted amendments to motor-vehicle parking regulations in March 22, 2011, to reduce excessive parking requirements, provide more flexibility for redevelopment sites, and offer alternative methods of compliance, such as individual parking plans.
- **Oracle Area Revitalization Project (OARP):** In 2011 the Mayor and Council adopted the OARP report, which provides recommendations for the area bounded by Miracle Mile, Speedway Boulevard, Stone Avenue, and Fairview Avenue, which has been struggling to regain its role as a

prominent gateway in Tucson’s urban core. This project was initiated by surrounding neighborhoods who were concerned about the deterioration of a once vital area of the City.

Ultimately, successful redevelopment and revitalization requires an overall coordinated and comprehensive strategy to help foster a level of certainty that will lead to action. A combination of public and private sector investment, empowered by catalytic measures, planning tools, and a transparent public participation process, are essential.

The following policies emphasize consideration of redevelopment and revitalization in areas that can best sustain the development over time and benefit the City as a whole, that have not had the resources to pursue revitalization strategies in the past, or that could serve interim uses well until more sustainable uses can be accommodated.



In 2010, the former Ghost Ranch Lodge on Miracle Mile was rehabilitated and adaptively reused for elderly housing, maintaining its historic character and contributing to the revitalization of the surrounding area.





# POLICIES

## Redevelopment & Revitalization Policies

- RR1** Encourage redevelopment and revitalization in areas with the greatest potential for long-term economic development by focusing public resources to catalyze private investment.
- RR2** Focus private and public investments in Plan Tucson Opportunity Areas (*Exhibit LT-5*, pg. 3.105).
- RR3** Evaluate brownfield sites as priority opportunities for redevelopment.
- RR4** Build from existing assets of areas identified for redevelopment and revitalization.
- RR5** Pursue interim uses and/or green infrastructure on vacant and financially distressed properties.
- RR6** Prioritize neighborhood revitalization efforts to focus on those geographic areas with the greatest need.

## Other Related Policies

ELEMENT	Policy #	PAGE #
Housing	H3	3.9
Economic Development	ED2	3.15
Public Safety	—	3.19
Parks and Recreation	—	3.24
Arts and Culture	AC6	3.30
Public Health	—	3.33
Urban Agriculture	—	3.37
Education	E6	3.42
Governance and Participation	—	3.48
Energy and Climate Change	EC1, EC2	3.57
Water Resources	WR8	3.62
Green Infrastructure	GI1, GI2	3.68
Environmental Quality	EQ2	3.73
Historic Preservation	HP1, HP3, HP4, HP5, HP6, HP7, HP8	3.83
Public Infrastructure and Facilities	PIF1, PIF2	3.89
<b>Redevelopment and Revitalization</b>		<b>3.96</b>
Land Use, Transportation & Urban Design	LT1, LT3, LT4, LT5, LT6, LT7, LT8, LT18	3.109



# Land Use, Transportation, & Urban Design

Although inextricably linked, traditionally land use planning and transportation planning have been addressed separately. In recent years there has been increasing conversation about the need to plan for these two elements together to provide more livable, healthy, and sustainable communities. In Plan Tucson, land use and transportation are combined

to further emphasize their interrelationship. Urban design has been added in recognition of the importance of design to the functional and aesthetic interface of the public and private realms.

Tucson did not begin with a formal plan, rather it evolved in a physical setting consisting of prominent natural features, including mountain ranges, rivers, and washes (*Exhibit LT-1*). Beyond the physical setting, the city has been shaped to a large degree by economic circumstances, transportation choices, land use policy and regulations, and development practices (*Exhibit LT-2*). For many years, Tucson followed a fairly traditional growth model in which City government would approve new development projects under the assumption that the necessary new or expanded public infrastructure and facilities would be provided to service that growth. This approach led to an over-reliance on expensive roadway networks that facilitated sprawl, neglecting areas with existing infrastructure and the provision of alternative modes of transportation. In the last several decades, the City has been rethinking this model to put more emphasis on the utilization of existing infrastructure for growth and less car-dependent development.

## Primary Planning Tools

Fifty years after Tucson was incorporated, the City adopted its first zoning code. Today, Tucson has a hierarchy of plans and initiatives. Developed at different times and in response to varying urban conditions, these tools inform and regulate contemporary land use and transportation decisions. The most

**Ronstadt Transit Center in downtown Tucson, with the Martin Luther King and One North Fifth apartments in the distance.**



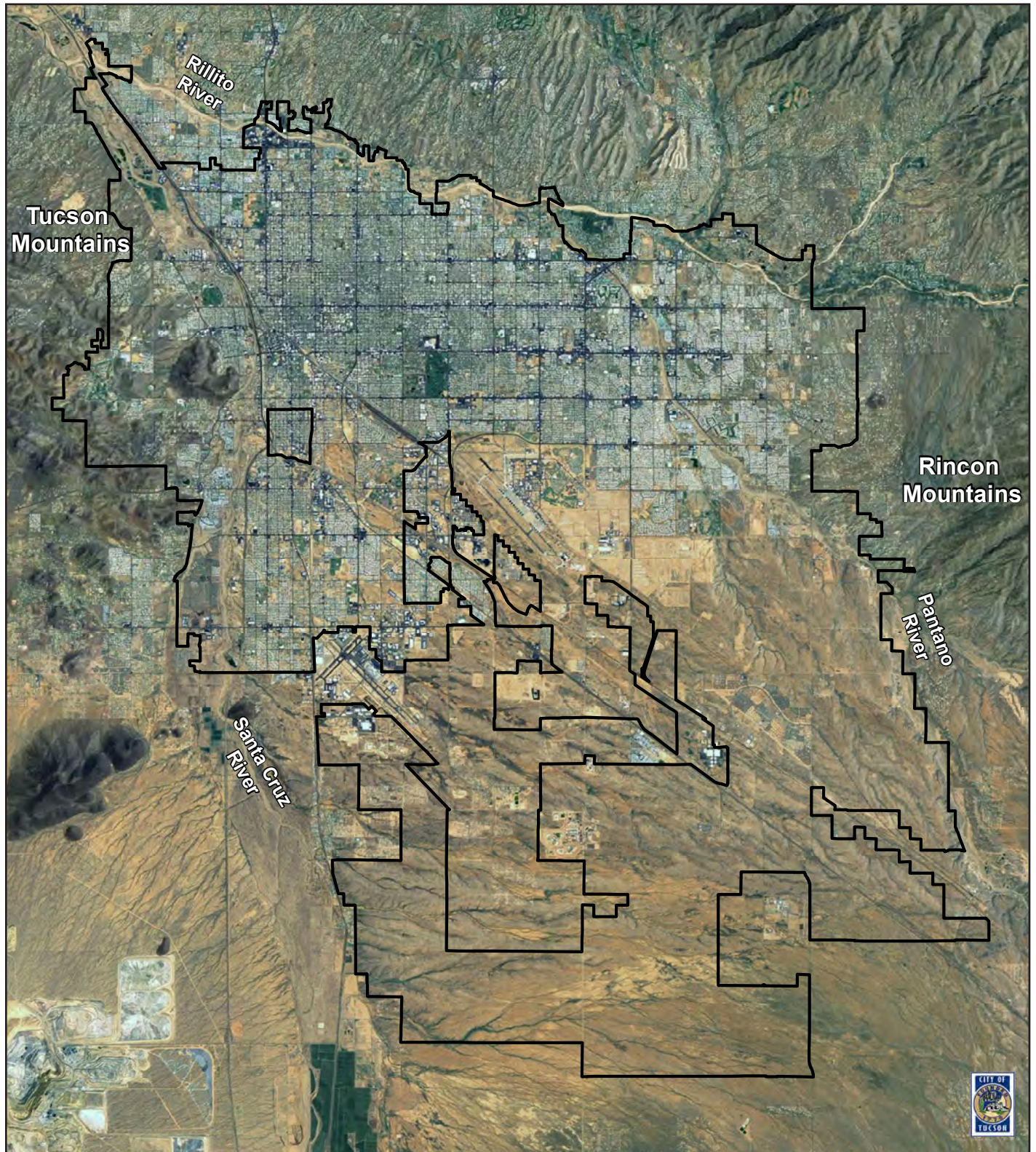
*“An issue that often gets neglected in discussions about transportation is the high personal cost to residents of driving, which includes insurance, repairs, gas, and parking.”*

—Sustainable Land Use Code Integration Project Report, City of Tucson, 2010





EXHIBIT LT-1 Tucson Satellite Image



Source: Esri, i-cubed, USDA, USGS, AEX, GeoEye, Getmapping, Aerogrid, IGN, IGP, and the GIS User Community

 City of Tucson



0 5 10 20  
Miles





### EXHIBIT LT-2 Land Use & Transportation Influential Events

Date	National/International Events	Tucson Events
1880		• The Southern Pacific railroad arrived.
1877		• City of Tucson is incorporated.
1883		• Electric Light and Power Company is established
1891		• Arizona Territorial University opens.
1906		• Mule-drawn streetcar makes last run. • Electric streetcar makes first run
1919		• Tucson Municipal Flying Field opens—first municipally owned airport in nation.
1920s	Mass production of automobile enables people to live further out.	City of Tucson aggressively promotes its assets.
1930	Shift in public transit modes from electric streetcars to buses	Electric streetcar operation ends, replaced with buses. Tucson adopts its first zoning ordinance.
1937		• Miracle Mile becomes first safety-plus thoroughfare in the West, with center median and traffic circle at each end
1940		• Army Air Base is established in Tucson
1941		• City Planning and Zoning Commission is created
1943		• Tucson Regional Plan released by non-profit group Tucson Regional Plan Inc.
1945	World War II ends	Joint City and County planning staffs established; separated in 1965.
1956–1958	Federal Aid Highway Act creates interstate highway system. New highways bypass cities exacerbating urban core deterioration.	Interstate 10 is constructed, replacing Highway 80 as the major route through Tucson and bypassing urban core.
1959–1960		• General Land Use Plan for Tucson region, consisting of an urban and a regional plan, adopted by City Mayor and Council in 1959, and by County Board of Supervisors in 1960.
1960s	Urban renewal movement begun to address traffic congestion, pollution, insufficient housing, higher crime rates, and overcrowded schools in urban cores across the nation	Tucson residents increasingly move out of urban core.
1968		• Congress authorizes Central Arizona Project to bring Colorado River water to Phoenix and Tucson.





## EXHIBIT LU-2 (continued) Land Use & Transportation Influential Events

Date	National/International Events	Tucson Events
1969		<ul style="list-style-type: none"> <li>City of Tucson assumes ownership of bus service, names system Sun Tran.</li> <li>City urban renewal demolishes Tucson's oldest barrios to build Tucson Convention Center.</li> </ul>
1970s-1980s		<ul style="list-style-type: none"> <li>Tucson adopts 75% of Area and Neighborhood Plans in use in 2012.</li> </ul>
1975		<ul style="list-style-type: none"> <li>General Land Use Plan for Tucson region revised as Tucson/Pima County Comprehensive Plan. Plan never adopted.</li> </ul>
1979		<ul style="list-style-type: none"> <li>Tucson General Plan adopted. Ten amendments approved between 1981 and 1998.</li> </ul>
1990s	"Smart Growth" movement escalates, focuses on greater integration of land use and transportation	
1998-2000		<ul style="list-style-type: none"> <li>Governor signs Arizona Growing Smarter Legislation.</li> </ul>
2001		<ul style="list-style-type: none"> <li>Voters ratify General Plan update in response to 1998/2000 Arizona Growing Smarter Legislation.</li> </ul>
2006		<ul style="list-style-type: none"> <li>Voters approve Regional Transportation Authority 20-year regional transportation plan and half-cent sales tax to fund plan. Among projects within City of Tucson are Modern Streetcar and several road widening projects utilizing a context sensitive design approach.</li> </ul>
2012		<ul style="list-style-type: none"> <li>Mayor &amp; Council adopt Uniform Development Code to replace Land Use Code adopted in 1995.</li> </ul>

**Storefront improvements along South 6th Avenue followed public infrastructure improvements, including sidewalks and lighting.**



frequently used tools follow; all are referenced in other sections of Plan Tucson.

- Unified Development Code (UDC):** Adopted by Mayor and Council in 2012, the UDC was the result of a project conducted over several years to simplify Tucson's 1995 Land Use Code. A stated purpose of the UDC is to implement the General Plan. The UDC contains the zoning regulations for Tucson, including overlay zones and districts used to impose standards and procedures that are in addition to those required under base zoning standards. *Exhibit*



*LT-3* lists the overlay zones active as of 2012, while *Exhibit LT-4* illustrates the Airport Environs Zone as one example of an overlay zone. Overlay zone requirements were mandatory until 2006 when Proposition 207, the Private Property Rights Protection Act (Arizona Revised Statute Section 12-1134) was approved. Proposition 207 restricted mandatory requirements that would reduce landowners' property values. The City responded by designing overlays that offer flexible development options to landowners as exemplified by the Downtown Area Infill Incentive District and the Urban Overlay District.

- **Specific Plans (Subregional, Redevelopment, Area and Neighborhood Plans):** As of 2012, the City had adopted a total of 77 Specific Plans, with three-quarters of those twenty or more years old. Specific Plans are intended to advance the systematic implementation of the General Plan through the use of detailed policy directions, often at the parcel level, for specific areas of the City. In addition to recommending locations for different types of land use, Specific Plans guide the locations of buildings and other improvements with respect to rights-of-way, floodway and floodplain treatments, and public facilities. Policies established by Specific Plans are used by City staff in reviewing rezoning applications, variance requests, and other development and permitting applications.
- **Major Streets and Routes (MS&R) Plan:** The MS&R Plan was adopted by the Mayor and Council in 1982 to implement the General Plan. It identifies the general location and size of existing and proposed freeways,

### EXHIBIT LT-3 City of Tucson Overlay Zones

Historic Preservation Zone (HPZ)—April 3, 1972
Hillside Development Zone (HDZ)—September 15, 1980
Gateway Corridor Zone (GCZ)—June 27, 1983
Major Streets and Routes Setback Zone (MS&R)—October 11, 1983
Scenic Corridor Zone (SCZ)—May 28, 1985
Airport Environs Zone (AEZ)—April 16, 1990
Environmental Resource Zone (ERZ)—July 3, 1990
Drachman School Overlay Zone—June 25, 2001
Rio Nuevo District (RND)—October 14, 2002
Neighborhood Preservation Zone (NPZ)—June 25, 2008
Downtown Area Infill Incentive District (IID)—September 9, 2009
Urban Overlay District (UOD)—August 4, 2010

arterial and collector streets, future rights-of-way, setback requirements, typical intersections, and gateway and scenic routes.

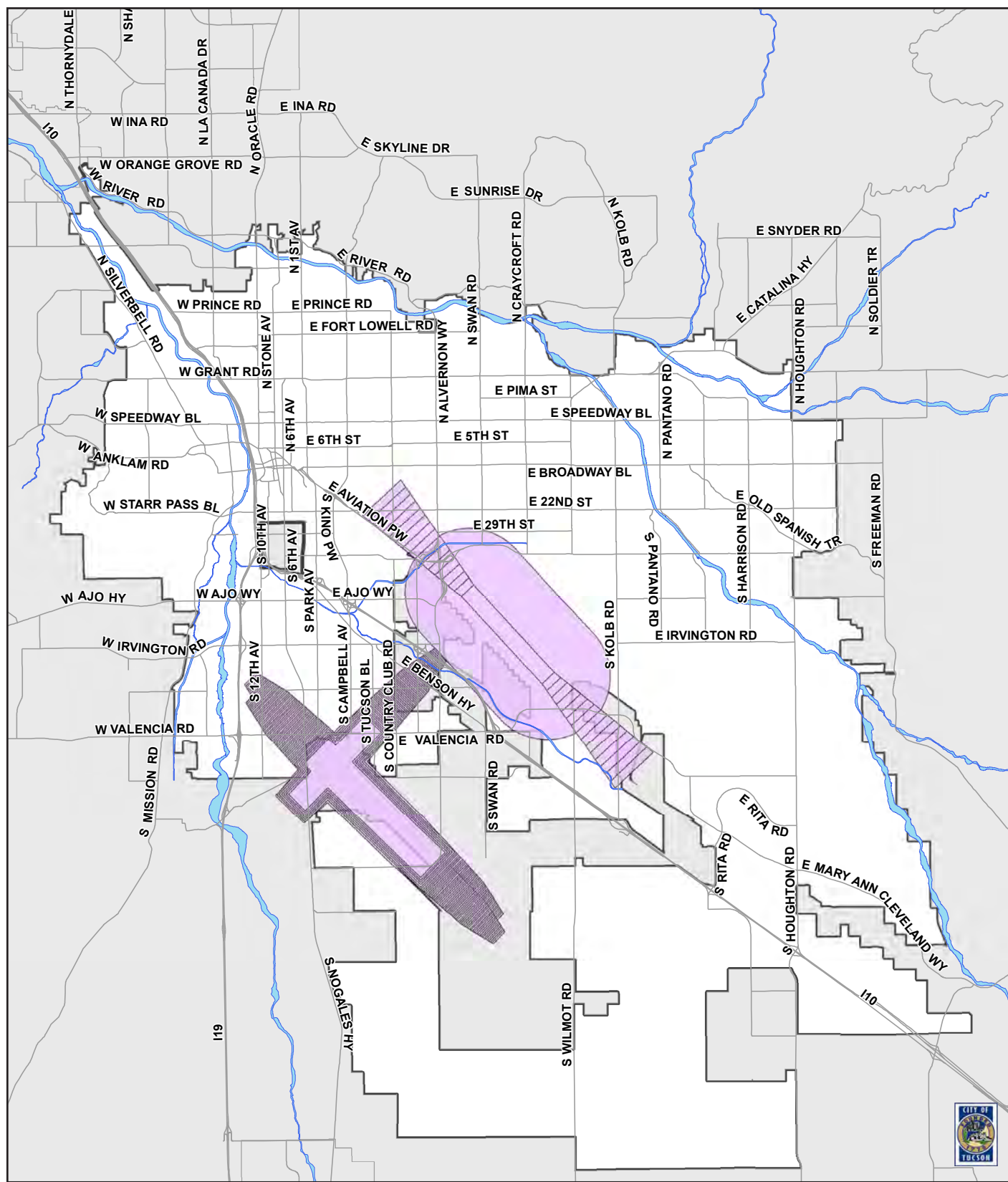
- **Design Guidelines Manual:** Although this manual, which was prepared in 1999, was never formally adopted, it was acknowledged in the 2001 General Plan as a useful document for illustrating ways to meet policy objectives for design quality.

In addition to the preceding tools created to address actions to be taken within City of Tucson limits, there are several regionally focused plans that the City of Tucson participated in developing and that are applicable to decision-making related to the future of the City. The three plans noted below were adopted between 2000 and 2010. All are infrastructure-related plans with a direct impact on land use.

- **Water and Wastewater Infrastructure, Supply and Planning Study:** In 2010, the City of Tucson and Pima County approved this multi-year study that addresses water and wastewater infrastructure, supply, and planning issues, to assure a sustainable community water source. The 2010-



## EXHIBIT LT-4 **Airport Environs Zone**



- Major Washes
- Airport Environs Zone

City of Tucson





2015 Action Plan accompanying the Study calls for the formal adoption of the Water Service Area Policy, which establishes a water service boundary for Tucson Water based on economic, social, and environmental considerations. The Water Service Area Policy was adopted by Mayor and Council in 2010, and is used in determining land for potential annexation.

- **Regional Transportation Authority (RTA) Plan:** This 2.1 billion dollar plan, overseen by the Pima Association of Governments (PAG), was approved by Pima County voters in 2006. The RTA Plan is funded by a 1/2-cent excise tax along with other regional and local dollars, such as developer impact fees. While the primary purpose of the RTA Plan is focused on accommodating vehicles, it also includes funding for alternative transportation modes, including pedestrian ways, bicycle facilities, bus facilities, and a modern streetcar. For some of the projects within City limits, there has been a special attempt to plan and design the projects with sensitivity to the surrounding context, including existing and possible future land use.
- **2040 Regional Transportation Plan (RTP):** The RTP was adopted in 2010 and updated in 2012 by the Regional Transportation Board, which includes representation from the City of Tucson. The 2040 RTP is a long-range transportation plan for eastern Pima



County and the Tucson metropolitan area. The Plan provides a framework for transportation investments in the region by identifying projects that could potentially be developed with federal, state, and local funding.

- **Pima Regional Trail Master Plan:** The plan, which was adopted in 1989 and revised in 2012, was a collaboration of the City of Tucson Parks and Recreation Department and the Pima County Department of Natural Resources. The goal of this planning effort was to expand the trail system within urban areas and to explore new opportunities for trail expansion in the outlying areas. The Master Plan consists of 853 miles of existing and proposed trails, paths, greenways, river parks, bicycle boulevards, and enhanced corridors that connect regional destinations, parks, schools, and preserve areas.

**Father and son cycling from school along Santa Cruz River Trail. In background, Armory Park low-income senior apartments, completed in 2012.**

*“The 2040 RTP envisions a premier, energy-efficient, and environmentally responsible regional transportation system that is interconnected, multi-modal, technologically advanced and integrated with sustainable land use patterns.”*

—2040 Regional Transportation Plan Pima Association of Governments, 2010





## Departmental Responsibilities

In Tucson, as in many communities, land use and transportation are overseen by separate City departments. Planning and Development Services enforces zoning regulations, manages the Specific Plans, including the Major Streets and Routes Plan, and oversees the permitting processes. The Tucson Department of Transportation has responsibility for the design, construction, and management of roadway projects and the enforcement of the Major Street and Routes Plan. Long-term planning, such as that represented by this General Plan, is undertaken through the Housing and Community Development Department, which also oversees historic preservation. Other City departments are involved in aspects of land use and transportation planning, such as plan reviews.

**Family walks along road in Sahuaro-Miraflores Neighborhood, which lacks pedestrian infrastructure—a challenge faced by other neighborhoods in Tucson.**



*“Neighborhoods should be multimodal and offer transportation choices to all families.”*

—Tucson Sustainable Design Team Report, American Institute of Architects, 2007

## Opportunities Map

*Exhibit LT-5* presents the Plan Tucson Opportunity Areas Map which provides a broad-brush picture of how Tucson’s built environment could evolve over the next decade in keeping with Plan Tucson goals and policies for the built environment. *Exhibit LT-6* provides descriptions of the mapped building blocks. The Map identifies areas of opportunity for growth and change in pursuit of a vital future, while respecting areas of Tucson that define the City’s history and character. The Opportunities Map is neither a current or future land use map nor a zoning map. Rather it is intended to serve as conceptual guidance for taking action related to land use, connections, and form.

The process used to create the Opportunities Map began with recognition of constraints, including existing development, environmental features, current zoning, and adopted plans. Next, assets of Tucson’s built environment were identified that make an ongoing contribution to Tucson’s identity and livability. These “areas of stability” took into account:

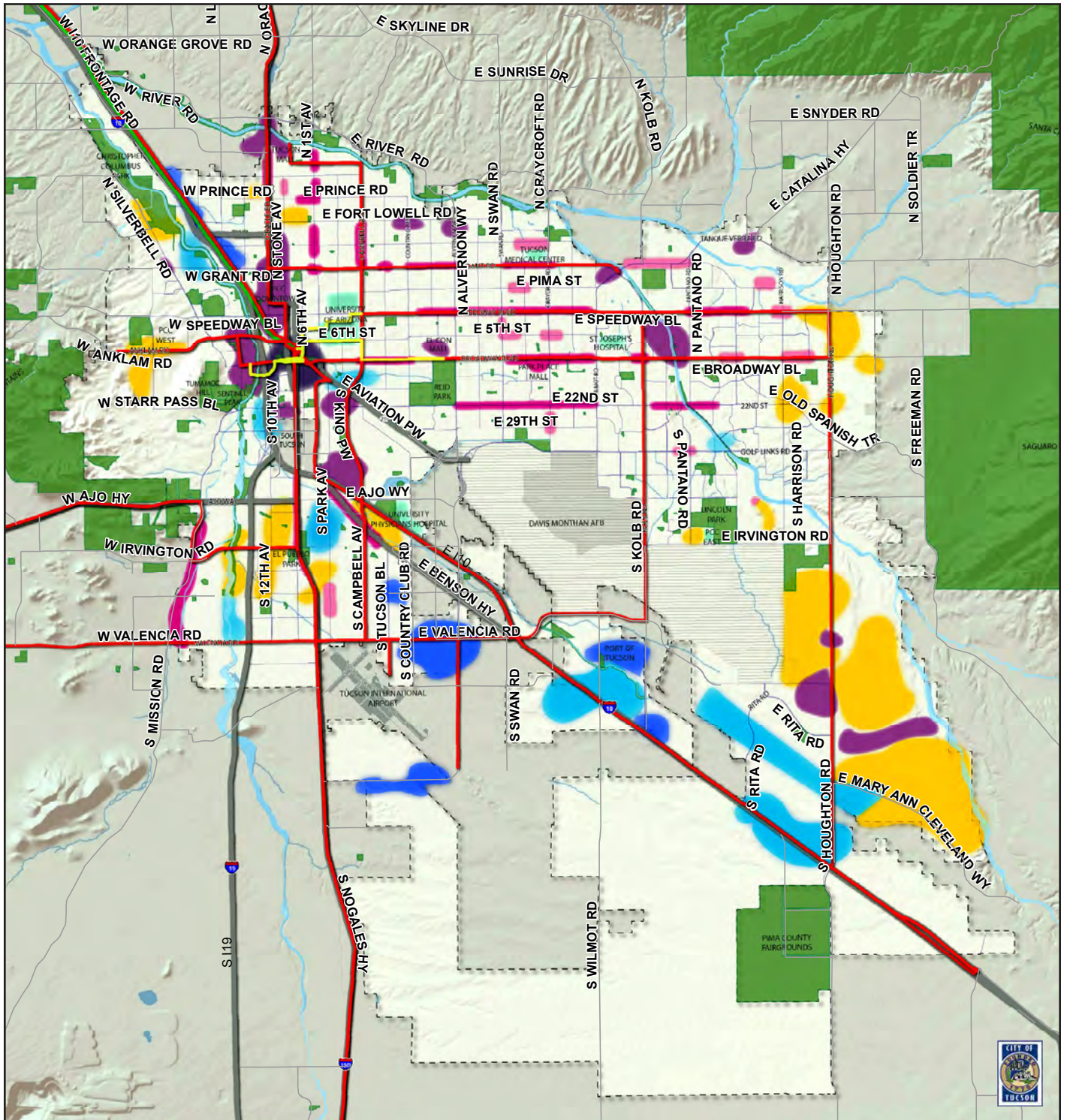
- Preservation areas identified in public workshops
- Downtown/Gateway Redevelopment Plan
- Stable areas identified by adoption of Specific Plans
- University of Arizona (main campus)
- Historic districts
- Properties zoned for single-family development (RX-1, RX-2, SH, SR, RH, R-1)
- Parks and open space

Once the areas of stability were identified, a scenario was constructed to help create a potential future for Tucson. Using the Pima Association of Governments (PAG) population





EXHIBIT LT-5 Plan Tucson Opportunity Areas



- |   |  |   |
|---|--|---|
| <span style="display: inline-block; width: 15px; height: 15px; background-color: #4b3681; border: 1px solid black;"></span> Downtown            | <span style="display: inline-block; width: 15px; height: 15px; background-color: #f08080; border: 1px solid black;"></span> Neighborhood Centers   | <span style="display: inline-block; width: 15px; border-bottom: 1px dotted black;"></span> City of Tucson Boundary    |
| <span style="display: inline-block; width: 15px; height: 15px; background-color: #800080; border: 1px solid black;"></span> Mixed-Use Centers   | <span style="display: inline-block; width: 15px; height: 15px; background-color: #90ee90; border: 1px solid black;"></span> Campus Areas           | <span style="display: inline-block; width: 15px; border-bottom: 2px solid #4682b4;"></span> Transit (Current/Planned) |
| <span style="display: inline-block; width: 15px; height: 15px; background-color: #00bfff; border: 1px solid black;"></span> Business Centers    | <span style="display: inline-block; width: 15px; height: 15px; background-color: #ffd700; border: 1px solid black;"></span> Complete Neighborhoods | <span style="display: inline-block; width: 15px; border-bottom: 2px solid #ffa500;"></span> Major Freeways            |
| <span style="display: inline-block; width: 15px; height: 15px; background-color: #0000cd; border: 1px solid black;"></span> Industrial Areas    | <span style="display: inline-block; width: 15px; height: 15px; background-color: #228b22; border: 1px solid black;"></span> Parks/Open Space       | <span style="display: inline-block; width: 15px; border-bottom: 2px solid #800080;"></span> Major Roads               |
| <span style="display: inline-block; width: 15px; height: 15px; background-color: #ff69b4; border: 1px solid black;"></span> Mixed-Use Corridors |  |   |



0 2.5 5 10  
Miles



**EXHIBIT LT-6 Opportunity Area Building Blocks** (See also *Exhibit LT-6, Opportunities Map*)

<b>Complete Neighborhoods</b>	Complete neighborhoods are characterized by an urban scale that allows for more personal interaction, while providing safe and convenient access for all ages and abilities to goods and services needed in daily life. This includes a variety of grocery stores and other commercial services, housing options, public schools, parks and recreational facilities, and transportation choices.
<b>Neighborhood Centers</b>	Neighborhood centers feature a mix of small businesses surrounded by housing and accessed internally and from nearby neighborhoods by pedestrian and bike friendly streets and by transit.
<b>Downtown</b>	Downtown Tucson acts not only as a regional employment and administrative center, but also as a major hub for public transit services and connections (light and commuter rail, regional buses, streetcar). It is a vital pedestrian-oriented urban area that provides higher-density housing, retail, culture, and entertainment for its residents and those of greater Tucson.
<b>Business Centers</b>	Business centers are major commercial or employment districts that act as major drivers of Tucson's economy. These centers generally contain corporate or multiple-use office, industrial, or retail uses. Existing examples in Tucson include the University of Arizona Science and Technology Park, Tucson Mall, and the Tucson International Airport area.
<b>Mixed-use Centers</b>	Mixed-use centers combine a variety of housing options, retail, services, office, and public gathering places, located close to each other, providing residents and workers of the center and the surrounding neighborhoods with local access to goods and services. Public transit, bicycles and walking will get priority in these areas, although cars will still play an important role. Existing examples in Tucson: Williams Centre, Gateway Centre, and the Bridges.
<b>Mixed-use Corridors</b>	Mixed-use corridors provide a higher-intensity mix of jobs, services, and housing along major streets. The businesses and residences within these corridors will be served by a mix of high-frequency transit options as well as pedestrian and bicycle facilities.
<b>Campus Areas</b>	Campus areas include and surround large master-planned educational, medical, or business facilities. A fully-realized campus area serves the local workforce or student population and includes a range of housing, a variety of retail opportunities, and convenient transit options. Campus areas often accommodate businesses that are the spin-off of economic development opportunities generated by the primary employers. Existing examples include the University of Arizona, Pima Community College, Tucson Medical Center, Saint Joseph's Hospital, Saint Mary's Hospital, and University Physicians Hospital, and the Veterans Affairs Medical Center.
<b>Industrial Areas</b>	Industrial areas are strategically located for efficient handling of intermodal freight movements. These areas support national and international freight movement through Tucson by connecting existing major regional commercial transportation routes, including railway, major highways, and the airports.



forecast for 2040, the scenario attempted to hit targets for expected jobs and household growth. The household targets were informed by nationwide trends that show shifts in demographics and housing preferences. These trends suggest Tucsonans will demand a broader range of housing choices in the future. The scenario accounted for these changes in household preferences by using a balanced housing model to provide a clearer picture of future demand for single family homes, townhomes, and apartments (*Exhibit LT-7*).

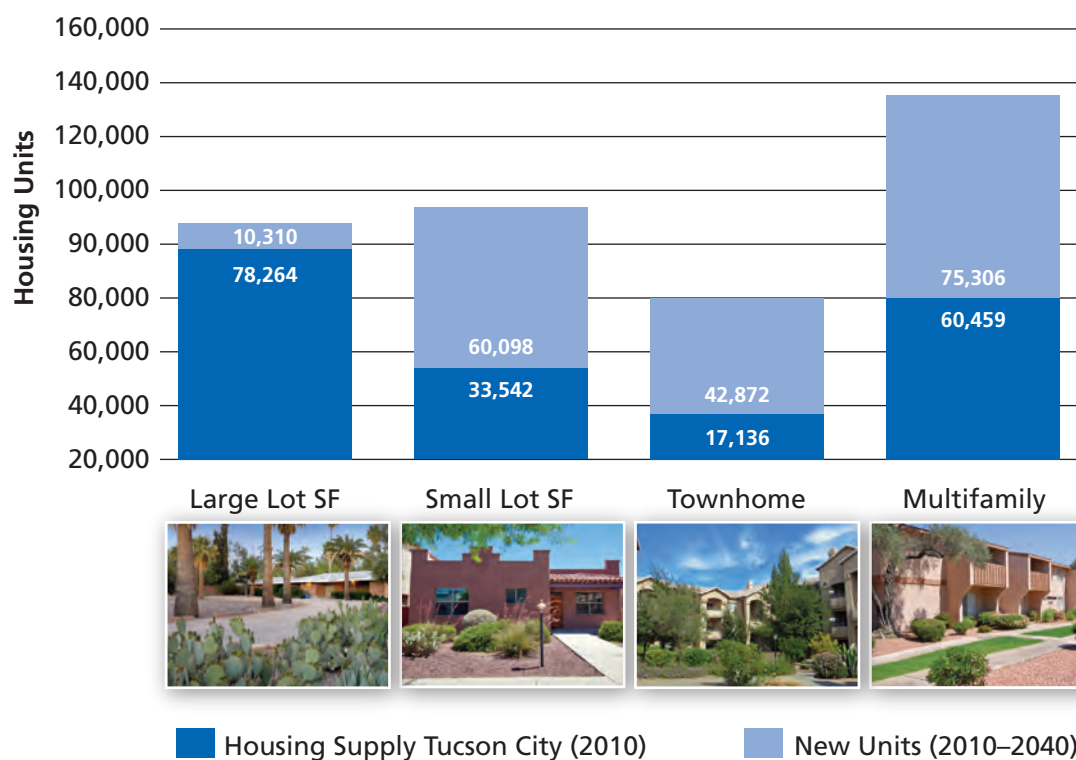
The scenario to accommodate future population focused on “areas of opportunity.” These are areas within the City where new development and redevelopment is desirable to complement areas of stability, to further economic development, and to enhance Tucson’s livability and sustainability. The areas of opportunity were determined based on the results of the Plan Tucson

public participation process, the identification of underutilized parcels, adopted land use plans, clusters of development that have an important impact on Tucson’s economy, and the availability of existing infrastructure. The land uses proposed for these “areas of opportunity” are responsive to community values, public input, City policy, and best practices.

The main themes that emerged from the scenario building were then transformed into the Opportunities Map that shows conceptually where and in what form future residents and jobs could be accommodated in the future to enhance the community’s social and economic environment, while being sensitive to the natural environment and stable areas of the built environment. *Exhibit LT-8* illustrates components considered in creating the map.

The areas of the map that are not depicted as opportunity areas are

**Exhibit LT-7 Future Housing Need by Housing Type**





primarily the fully developed residential neighborhoods and commercial districts where minimal change is expected during the next ten years. The goal is to maintain the character of these “stable areas,” yet accommodate some new development, redevelopment, rebuilding, and reinvestment as permitted.

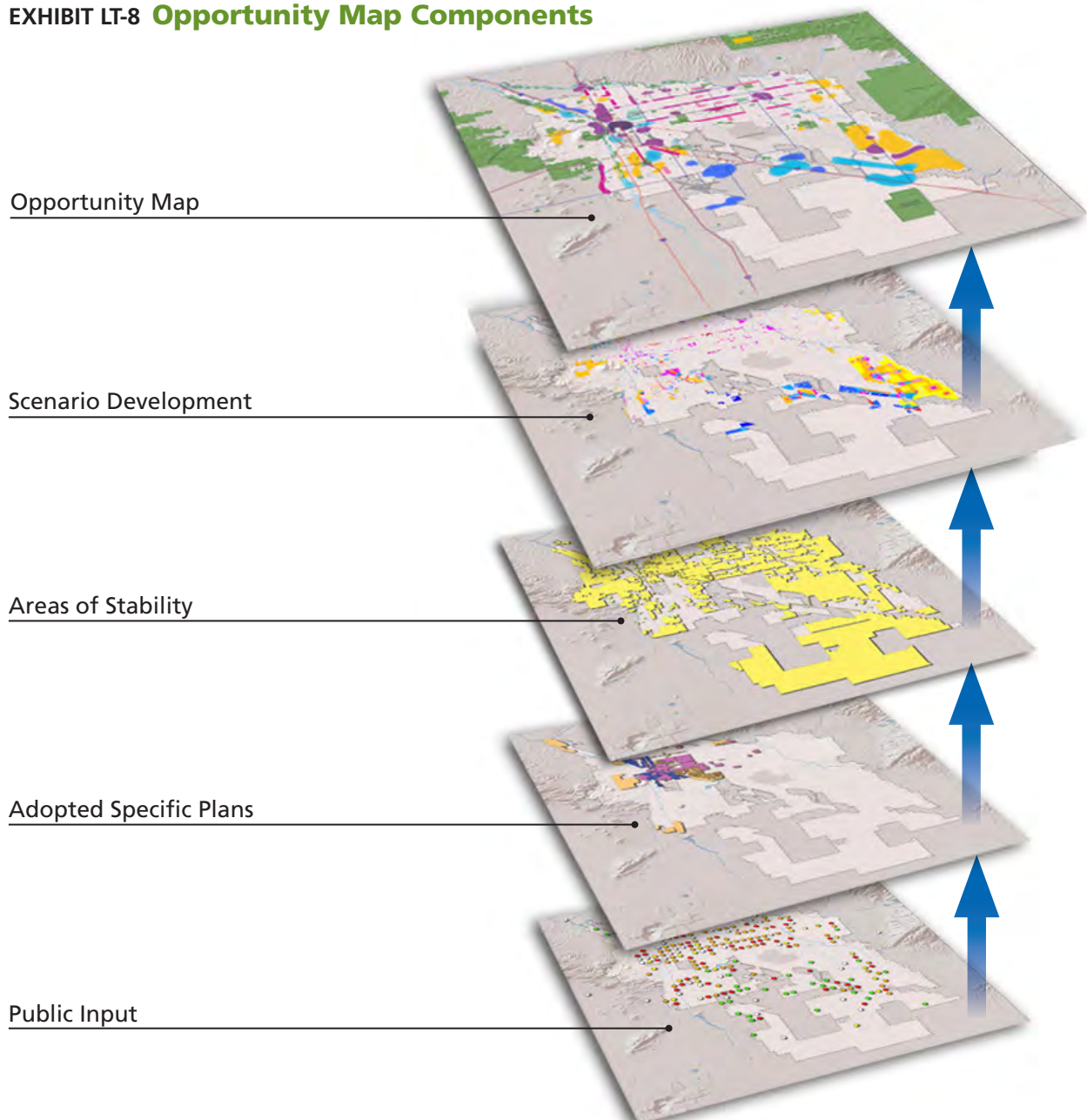
### Next Steps

The Opportunities Map is the first step in the effort to integrate land use, transportation, and urban design. To

provide the City, other agencies, and the private sector with a comprehensive understanding of the challenges and opportunities for the improvement, maintenance, provision and financing of public infrastructure and facilities, a more in-depth, integrative analysis of the different components of the built environment will be needed.

The following policies provide direction for subsequent actions to take advantage of the identified opportunities and advance the Plan Tucson goals.

#### EXHIBIT LT-8 Opportunity Map Components







# POLICIES

## Land Use, Transportation, and Urban Design Policies

- LT1** Integrate land use, transportation, and urban design to achieve an urban form that supports more effective use of resources, mobility options, more aesthetically-pleasing and active public spaces, and increased sensitivity to historic and natural resources.
- LT2** Coordinate City departmental resources and regular communication to ensure the integration of land use, transportation, and urban design related planning and decisions.
- LT3** Pursue development opportunities where:
  - a. residential, commercial, employment, and recreational uses are or could be located and integrated
  - b. there is close proximity to transit
  - c. multi-modal transportation choices can be accommodated
  - d. there is potential to develop moderate to higher density development
  - e. existing or upgraded public facilities and infrastructure provide required levels of service
  - f. parking management and pricing can encourage the use of transit, bicycling, and walking
- LT4** Ensure urban design that:
  - a. is sensitive to the surrounding scale and intensities of existing development
  - b. integrates alternative transportation choices, creates safe gathering places, and fosters social interaction
  - c. provides multi-modal connections between opportunity areas
- LT5** Use the Plan Tucson Opportunity Areas Map as a general guide for determining:
  - a. development pattern, land use, and transportation concepts, while also considering area and site-specific issues
  - b. the general location of development opportunities
- LT6** Undertake more detailed planning and related community participation for the Opportunities Map building blocks, including boundaries for specific development areas, types and mixes of uses, needed public infrastructure and facilities, and design features.
- LT7** Locate housing, employment, retail, and services in proximity to each other to allow easy access between uses and reduce dependence on the car.
- LT8** Integrate urban agriculture opportunities into new, redeveloped, and existing development.



- LT9** Adjust future right-of-way widths of major roadways considering their expected function and foreseen improvements.
- LT10** Design and retrofit streets so they include green infrastructure and water harvesting, complement the surrounding context, and offer people multi-modal transportation choices that are convenient, attractive, safe, and healthy.
- LT11** Create pedestrian and bicycle networks that are continuous and provide safe and convenient alternatives within neighborhoods and for getting to school, work, parks, and other destinations on a regular basis.
- LT12** Implement transportation demand management strategies, such as flexible work hours, vanpools, and other strategies.
- LT13** Consider new development or the extension of major infrastructure in the Houghton Area only after additional, more refined planning efforts are completed.
- LT14** Pursue annexation of vacant, underdeveloped, and developed land that is within both the adopted Water Service Area and the Municipal Planning Area, taking into consideration the development/growth potential, projected revenues to be received, and projected costs and capability to serve the area, and the strategic importance of the location.
- LT15** Apply Pima County Conservation Land System map and associated guidelines to future annexations.
- LT16** Participate in efforts to develop a coordinated regional, multi-modal transportation system that improves the efficiency, safety, and reliability of transporting people and goods within the region and to destinations outside of the region.
- LT17** Ensure that proposed land uses are compatible with adjacent military operations and aggregate resources.
- LT18** Undertake coordinated land use, infrastructure, and public service planning for “planning and service areas,” taking into consideration social, economic, and environmental needs; particular geographic attributes; existing Specific Plans; and the Plan Tucson Opportunity Areas Map.





### Other Related Policies

ELEMENT	Policy #	PAGE #
Housing	H1, H2, H6, H8	3.9
Economic Development	ED2, ED6, ED9	3.15
Public Safety	PS3, PS9	3.19
Parks and Recreation	PR3, PR4, PR8, PR9	3.24
Arts and Culture	AC1, AC3, AC4, AC5	3.30
Public Health	PH1, PH2, PH4	3.33
Urban Agriculture	AG1, AG2	3.37
Education	E3, E6	3.42
Governance and Participation	GP1, GP2, GP9	3.48
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Redevelopment and Revitalization	RR1, RR2, RR3, RR4, RR5, RR6	3.96
<b>Land Use, Transportation &amp; Urban Design</b>		<b>3.109</b>